

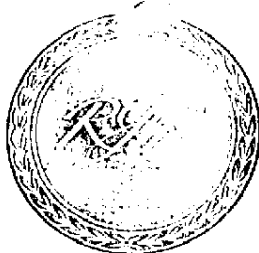
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## SALES MERCHANDISER

In This Issue:

**Sales Representative  
Orientation**

**Senior Sales  
Representatives  
Honored**



AUGUST 1992

SALES DEPARTMENT  
R.J. REYNOLDS TOBACCO CO.

51859 6000



## Hard Work is Paying Off

In June, I told the sales representatives and senior sales representatives attending the 1992 sales orientation that their hard work is paying off. I want to share this message with the entire field sales organization.

Our volume was up in the second quarter and for the first half. Our "War in the Store" initiatives that include a more competitive savings strategy, convenience store merchandising, and focus on our full price brands are proving that we can win again.

The race for merchandising superiority is fast and furious. Competition wants it. They are fighting hard for it and they will pay anything to get it. They are not going to get it! You are fighting back and thanks to you we are defending our hard-won merchandising position.

We are turning the business around because we have a winning combination of the best people and the best programs. You have accomplished everything we have asked you to do. We still have four tough months to go and I'm confident that you can continue this winning pace. Competition's armor isn't quite so thick anymore. You have shown that it can be penetrated. The business is up for grabs to anyone who wants it badly enough. I believe it's going to go to the best sales organization in the business.

That organization is one that stays flexible and can turn on a dime; one that works with a sense of urgency and is quick to respond. It is a consumer-driven organization with foresight and vision to see beyond today. Its people are risk takers who relish challenges and expect to be rewarded for superior performance. It is an organization that believes it can win and wants to win—more than the competition wants to win.

You are that sales organization. You have worked very hard this year. Your workload is becoming increasingly more difficult. You have expressed this concern to us through the employee survey. The feature article in this Sales Merchandiser outlines some of the steps we are taking to lighten your load.

Hard work without progress is frustrating, like swimming against a strong current. But when you begin to see the payoff, I hope you agree that it is all worthwhile. Truly, your unselfish effort is making a difference in the company. Be proud of it!

Sincerely,

Yancey W. Ford, Jr.  
Executive Vice President--Sales



### ON THE COVER:

Reflections of the 1992 Sales  
Representatives Orientation Meeting.

SALES MERCHANDISER is published six times a year for sales employees of R.J. Reynolds Tobacco Company.

Group Manager:  
Sales Communications ..... John Olenick

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# Sales Representatives Orientation: A New Chapter.

*Small informal discussions with department heads gave sales representatives a better understanding of company operations.*

The red carpet was rolled out once again, stretching 17 miles from the Greensboro airport to the steps of the Company's headquarters in Winston-Salem, for 192 sales representatives and 38 senior sales representatives attending orientation week, June 8-12, 1992.

The familiar scene, repeated annually for over 40 years, and experienced by virtually every member of the field sales force, brought together the newest and the best sales professionals with a seasoned staff in the home office eager to share their knowledge.

## Informal Interaction

But unlike sales orientations of the past, this one had a unique flavor all its own—in part because of changes in the agenda that reduced the number of formal speeches in favor of informal interaction by the sales representatives with all internal departments. Small groups of representatives met with company executives, brand managers, merchandising managers, planning managers and others in working "hands-on" sessions that allowed a free flow of ideas throughout the week. Yancey Ford, executive vice presi-

dent, sales, expressed his view of this new style of orientation in his opening remarks. "We recognize that you are our closest link to the smokers who buy our products and we want to hear what you have to say," Ford told the group.

## A Special Touch

The 1992 edition of SRO also unveiled a new chapter of significant importance. For the first time, 38 of the best sales representatives in the country joined their younger peers with the well-deserved title of senior sales representative printed on their name

badge. This unique blend of experience and pride exhibited by the "seniors" with the enthusiasm of the new representatives added a special touch to the orientation experience for all. For most of the seniors, the Tobaccoville Manufacturing Center or the Plaza Building didn't exist on their initial orientation trip to Winston-Salem; so they were able to appreciate the tours of company facilities perhaps even more than the new representatives. Their vast experience and sales know-how was tapped by home office managers in a special session devoted to providing a sounding board for the seniors to express their views on important business issues.

### Reducing The Workload

One topic that was sure to surface during the course of the week by the seniors and new sales representatives alike was the enormous workload required of the field sales force. Yancey Ford addressed this issue up front when he told the representatives: "I realize that we are asking you to do more and more. Your workload has increased dramatically in the last two years, beyond anything we have seen in the history of this company." Ford said that the recently completed employee survey surfaced the workload issue as the field's number one concern.

"We are taking an approach to lighten the load both short term and long term," Ford said. "We have increased the number of part-time people and have added full-time people on a selective basis. Call count has been eliminated as a requirement in your SIAP plan."

But the short-term steps are only a "Band-Aid on the problem," Ford emphasized.

He discussed in greater detail what the Sales Department was doing for the long term. "We have to examine carefully how we do business and reorganize, if necessary, to match manpower to the work required. We have to look carefully at our


structure and the supporting staff required at each level of operation and look closely at accountabilities in every position."

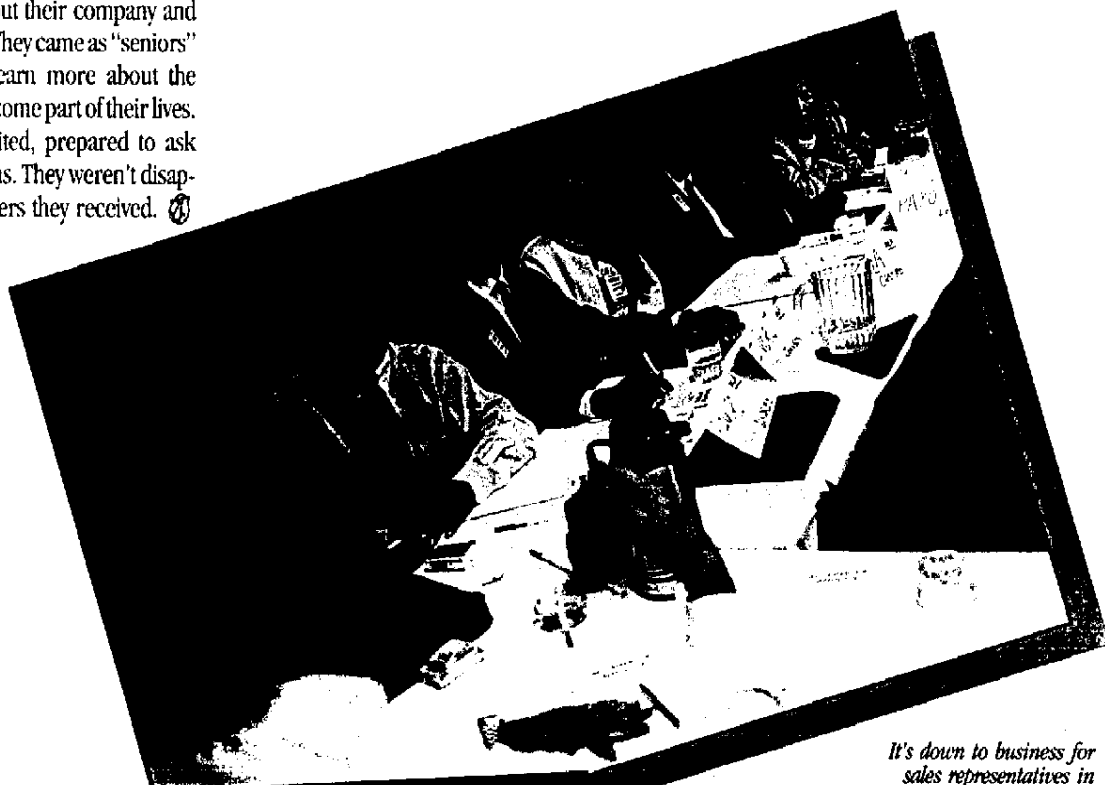
Ford also told the group that it was critical to revise logistical requirements, particularly in the area of premiums, adding, "We have several initiatives under way to address that issue."

*Current merchandising designs and new concepts were on display for sales representatives touring the Merchandising Department's exhibit area.*

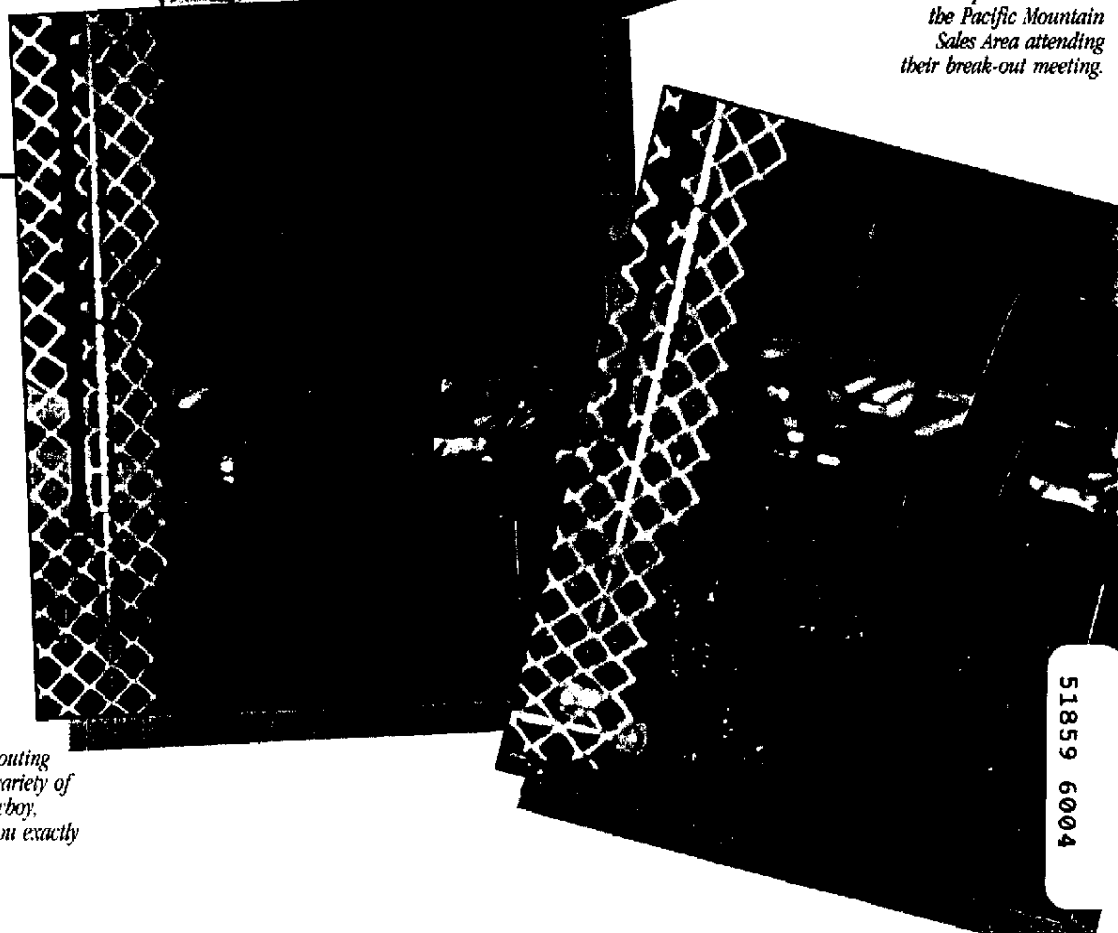


### A Learning Experience

Like thousands before them, the sales representatives came to Winston-Salem filled with excitement about their company and chosen profession. They came as "seniors" and "rookies" to learn more about the business that has become part of their lives. They came uninhibited, prepared to ask some tough questions. They weren't disappointed in the answers they received. 



*It's down to business for sales representatives in the Pacific Mountain Sales Area attending their break-out meeting.*



*As always, the Tanglewood outing provided sales reps with a variety of amusements. Look out, Cowboy. Rhonda Finger finally got you exactly where she wants you.*

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Back row, left to right, Bill Kinney, George Wright, Kit Fecko, Terry Schilhabel, Sunny Berg, Terry Savola, Jim McCarthy, Jim Whitehurst, Jack Strong, and Lou Mazzoni. Middle row, left to right, Bert Cava, Mike Richardson, Mike Cobucci, Gregg Gottschalk, Kirk Stahlman, and Joe Kedziora. Front row, left to right, Charlie Yaw, Bob Duggan, James Clark Jr., and Steve Renfile.

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# SENIORS

Back row, left to right, Gil Schwausch, Larry Ellwanger, Wayne Wall, Janet Schlenker, Wallace Colclough, Tom Krause, and Dick Hagoort. Center row, left to right, Roy Griffiths, Gary Meek, Bob Gay Jr., and Bill Rouse. Front row, left to right, Ron Robinson III, Bob Barboza, Chuck Jackman, Pete Writer, Ray Plourde, Mike Jurgensmeyer, and Ron Mandolin. Not pictured: Gerry Zifcak.

(Story on Page 8)

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**T**hirty-eight RJR sales representatives with 769 years of combined front-line experience received special recognition as senior sales representatives during the Sales Representatives Orientation meeting.

These 38 sales representatives were the first in the history of R. J. Reynolds Tobacco Co. to be promoted to the position, which will be recognized as the highest level of excellence obtainable for a RJR sales representative. Candidates, who were nominated for the promotion by their division managers, were considered on the basis of having a minimum of 10 years of service as area sales representatives and achieving a 100 percent rating for the past three years on individual objectives on their Sales Incentive Plans.

"How sweet it is," said Dick Hagoort of South Boston, Mass., when he was presented a plaque commemorating his promotion. "This is the greatest thing that's happened to me since I married my wife, Dot. But for the grace of God and my wife, I would not have made it these 31 years. I hope and pray that our young sales representatives will someday enjoy the experience I had tonight."

The senior sales representatives were special guests at the week-long orientation meeting for the new representatives. They were each given a plaque as a memento of their accomplishments at an evening banquet held in their honor. While meeting with the new members of the sales force, the senior sales representatives wanted to convey their enthusiasm for their job. "I just hope these new representatives will stick with it. R. J. Reynolds is the best company in the industry," said Mike Cobucci of Brooklyn, N.Y., who has 20 years service with the company.

"It's a very exciting time to be with RJR—whether you've been with them for 26 years like I have, or just a few months," said Pete Writer of Providence, R.I. "ASM (Account Specific Marketing) has revitalized the business of selling cigarettes."

Senior Sales Representative Jack Strong of Hattiesburg, Miss., agreed. "We're working for the best company with the best products and the best leadership. And now the company's leadership has given us the

# How Sweet It Is!

tools in ASM to take back our position in the marketplace."

New sales representatives from Greenville, S.C., Melanie Williams and Annette Matthews, attended the meeting with Wayne Wall, a senior sales representative also from the Greenville office. "I drove up from South Carolina with Wayne," Ms. Matthews said. "I loved it—I picked his brain the whole time. He's very generous with his knowledge of sales. I feel really lucky to have his experience to lean on."

Yancey Ford, executive vice president—sales, said of the senior sales representatives, "The path that has led to this evening has been one of persistence and determination. Each senior sales representative has his or her own style and method of achievement, but the end result has been the same. They have placed an indelible mark of excellence on their careers with RJR."

During the awards ceremony, Steve Renfile of Des Moines, Iowa, literally ran to the podium to receive his plaque. Arriving at the podium, he quipped, "I make 32 calls a day."

George Wright of New Bedford, Mass., a veteran of 29 years with RJR, walked slowly up to the stage podium and countered, "I only made six calls today—but they were all quality."

"Throughout my career I've had my up days and my down days," said Gary Meek of Beaumont, Texas. "I'll tell the young representatives to stick in there because there is always a brighter day ahead. For me, being promoted to senior sales representative was the brightest day of my career."

"I feel very lucky to be with this great company," said Larry Ellwanger of Suffolk, N.Y., after the awards banquet. "When I was hired, my division manager said, 'Welcome

to the family.' Being here tonight along with the newest members of our sales force, I have a greater appreciation for what he meant. RJR really does take care of us like a family."

Roy Griffiths of Roanoke, Va., summed up the event by saying, "I know all of us who were named senior sales representative worked hard to get here and I'm grateful for the recognition."

The 39 senior sales representatives are:

<b>Bob Barboza</b> Yonkers, N.Y.	<b>Wallace Colclough</b> Suffolk, N.Y.
<b>Roy Griffiths</b> Roanoke, Va.	<b>Bill Kinney</b> Reading, Pa.
<b>Ray Plourde</b> Rochester, N.Y.	<b>Terry Savola</b> W. Detroit, Mich.
<b>Wayne Wall</b> Greenville, S.C.	<b>Gerry Zifcak</b> Providence, R.I.
<b>Sunny Berg</b> Grand Rapids, Mich.	<b>Bob Duggan</b> Des Moines, Iowa
<b>Dick Hagoort</b> S. Boston, Mass.	<b>Tom Krause</b> Milwaukee, Wis.
<b>Steve Renfile</b> Des Moines, Iowa	<b>Terry Schilhabel</b> Toledo, Ohio
<b>Jim Whitehurst</b> Tyler, Texas	<b>Larry Ellwanger</b> Suffolk, N.Y.
<b>Bert Cava</b> Sacramento, Calif.	<b>Ron Mandolin</b> East Cleveland, Ohio
<b>Chuck Jackman</b> Jacksonville, Fla.	<b>Janet Schlenker</b> St. Paul, Minn.
<b>Mike Richardson</b> Charlotte, N.C.	<b>Kit Fecko</b> Washington, D.C.
<b>George Wright</b> New Bedford, Mass.	<b>Lou Mazzoni</b> North Jersey, N.J.
<b>James Clark, Jr.</b> Tupelo, Miss.	<b>Gil Schwausch</b> Austin, Texas
<b>Mike Jurgensmeyer</b> E. St. Louis, Mo.	<b>Bob Gay, Jr.</b> Hartford, Conn.
<b>Ron Robinson, III</b> Central Detroit, Mich.	<b>Jim McCarthy</b> North Orlando, Fla.
<b>Pete Writer</b> Providence, R.I.	<b>Kirk Stahlman</b> South Phoenix, Ariz.
<b>Mike Cobucci</b> Brooklyn, N.Y.	<b>Gregg Gottschalk</b> Wichita, Kan.
<b>Joe Kedziora</b> E. Chicago, Ill.	<b>Gary Meek</b> Beaumont, Texas
<b>Bill Rouse</b> Paducah, Ky.	<b>Jack Strong</b> Hattiesburg, Miss.
<b>Charlie Yaw</b> Dayton, Ohio	



# Hawaii in 1993...are you going?

**P**alm trees sway with the gentle winds as the morning sun splashes across an aquamarine ocean and glistening sandy beaches. No phones, work schedule or busy traffic to contend with...just seven glorious days in a tropical paradise. Is it a dream? It doesn't have to be. Hawaii can be yours in 1993.

The Sales Masters Award Program offers a new and exciting incentive for the field sales force. It is part of the total SIAP award package that includes the Bonus Program and the Local Performance Award Program. But it is much more than a tangible award, because earning the trip to Hawaii also places you among an elite group within the Sales organization that recognizes *The Best of the Best*.

There are no losers. Everyone gains from the high level of productivity that each of you will put forth in striving to meet this exciting goal. In the process, you will have raised your performance level, and increased your sales effort. It doesn't matter whether your sales assignment is in a rural area or in a city. The size or location of your district, division, or chain division isn't a factor. You compete against yourself. The extent to which you build business in your assignment will be considered equally with the accomplishments of other candidates. The same is true for managers.

Every consideration has been given to the measurement of each performance component of this award, to ensure equity in meeting this outstanding challenge. What matters is recognizing

opportunities, seizing the initiative, and using your creative talent to make a positive difference on the Company's performance. There are still four months left in the year to meet the requirements for this exciting award. Your achievements will benefit you, as well as have a viable impact on market share and volume growth. So, in a way, everyone wins. This trip is the icing on your cake—or should we say, the umbrella in your piña colada!

Nominees will be selected by their managers. Each of the six sales areas will submit ten nominees for consideration. From these sixty nominees, a selection committee will determine the twelve managers and eighteen sales representatives who will make the Hawaii trip. The remaining thirty candidates will receive special honor and recognition by the selection committee.

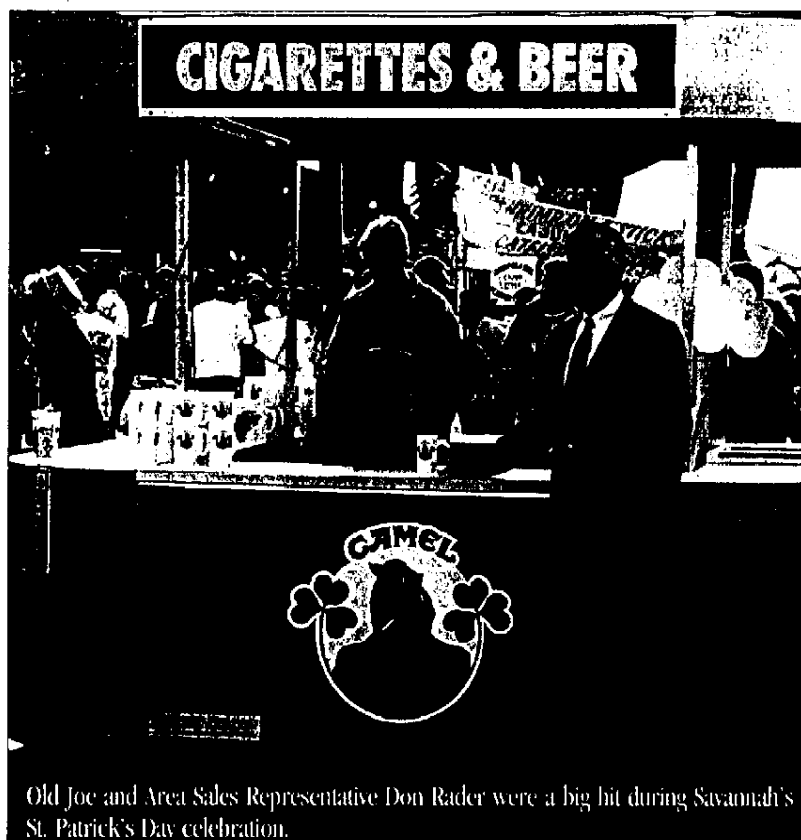
Everyone who meets the eligibility requirements has an excellent shot at being

one of the thirty boarding a flight to Hawaii in 1993. These thirtytop achievers, *The Best of the Best*, will enjoy seven glorious days, all-expenses-paid, at the luxurious Hyatt Regency, Maui. This exquisite hotel on Kaanapalu Beach is one of the world's most spectacular resorts. Recreation, sightseeing and parties are scheduled for you and your guest to enjoy. Your trip will be a perfect blend of relaxation and entertainment.

With everything else going on, the day-to-day workload, new brand promotions, and the emphasis on our three priorities, the Sales Masters Program may very well be left on your back burner. Now is the time to begin giving some serious thought to this incredible opportunity. In just a few months, thirty people will be nominated and selected for this prestigious award of excellence, and enjoy the vacation of a lifetime. You could be one of them. Aloha! 🌺







## Savannah Irish Fest

Area Sales Representatives Angelo Convertino and Don Rader, along with Division Manager Mark Smith of Charleston, S.C., division, didn't need the luck of the Irish during the recent Irish Fest in Savannah. They had help from Old Joe, and that's no blarney.

Four RJR kiosks were constructed and strategically placed along the waterfront for the event. The kiosks, with their bold yellow and blue Camel colors, attracted much attention. Camel banners, with the Irish Fest logo, were also placed along the waterfront area. The kiosks and banners were designed by Field Marketing Manager Kevin Platé. Except for vending sales, this occasion

marked the first time cigarette sales were conducted on the waterfront.

At retail prior to Irish Fest, Convertino and Rader placed numerous dump bins and displays with Camel banners and worked Camel mugs with a two-pack purchase. Approximately 8,000 mug offers were sold before the event.

To add to the excitement, Camel Wides were introduced during Irish Fest. Convertino, Rader and Smith observed numerous conversions of Marlboro smokers to Camel Wides throughout the five-day event. Crowds were estimated between 250,000 and 300,000. ☘

## Top 25 Dilemma Solved for McLane's

What happens when an irresistible force meets an immovable object? Scott Steen, division manager of the Syracuse, N.Y., division, identifies the problem and then provides a solution.

When McLane's was initially approached about providing data on top 25 brands, the corporate officers were uncertain whether this data was easily obtainable and reluctant to investigate getting it for all McLane's branch locations.

Steen and a McLane's programmer at the Northeast branch location came up with a program to retrieve and print out top 25 data by store. Following RJR's report of this program back to McLane's, they now have agreed to implement this program at their 10 branch locations. Beginning in May, each branch will print and send out this top 25 report to all their accounts which have signed a release form.

Although total weekly volume will have to come from SIS data on a store-by-store basis, the report will contain a list of the top 25 brands taken from a four-week running total and averaged to a weekly sales figure for each brand by rank.

Steen's success is exemplified by his ingenuity in working within the system with the right people to find a solution to a major problem. ☘

# On Target

## Hammer Time in Harrisburg

The West Harrisburg, Penn., district seasoned sales fighters relentlessly hammered PM merchandising to achieve RJR superiority. The pounding they delivered in the early rounds of '92 has the Cowboy staggering on the ropes. Here's the blow by blow account by District Manager Matt "Hammer" Hammond.

**Round 1:** "Dynamite" Dave Robenolt pummeled PM at County Market with a 28-foot Flex In-Line and two four-foot Spring-loads. He followed up with a one-two combination at Beer & Soda with a five-by-three-and-one-half-foot Flex and SCDP consolidation at Self-Serve Beverage.

**Round II:** "T-N-T" Tommy Weller threw a barrage of stiff uppercuts to replace PM OPMs at Littlestown Meats and Loganville

Video. He followed up by replacing a PM Spring-load at Sheetz Convenience Store. Tommy ripped PM at Nell's Supermarkets with a 12-foot Flex In-Line and ECD, then countered by strategically placing a four-by-five foot Flex and Spring-load at Lauchman's Market and a four-foot Spring-load and SCDP consolidation at Hake's Market.

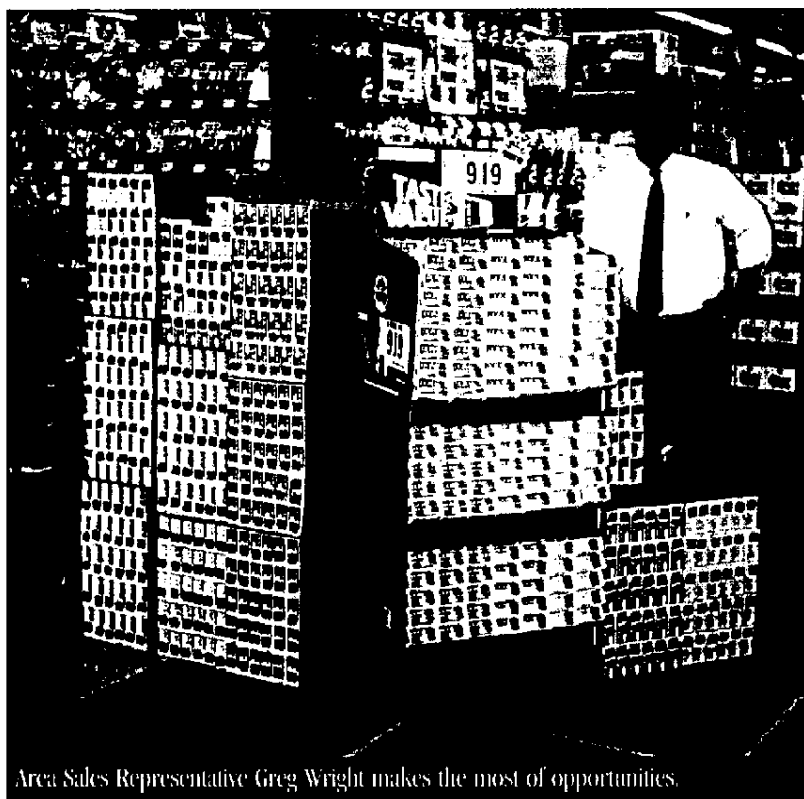
**Round III:** "Dangerous" Donn Davino flattened PM at Henicles Market by replacing two Spring-loads and an OPM at Scotland Fuels. A quick flurry flattened PM at Sunny Rays where Donn placed a three-foot Spring-load and SCDP consolidation.

**Round IV:** "Heavyweight" Hugh Everett opened with a thunderous hook at New Bloomfield IGA to place a three-foot Spring-

load and Flex Carton Fixture. He followed up with a triple combination at W. End Market, Kwik Way Market and Carlisle Truck Stop to replace three OPMs.

**Round V:** "Wally" Scott Waltenbaugh threw the final punch by replacing OPM's at Reese Market, Gap Foods, Cassville Market, McLanahan Drug, Alexandria and Mount Union Minit Mart. He rocked PM by placing Flex Fixtures and Spring-loads at Ron's and Huntingdon IGA. The final blow was delivered at Tyrone IGA with an SCDP consolidation to replace PM.

When asked for his comments on the aftermath of this clash between the two Tobacco Titans, Hammond simply stated, "We're just getting warmed up." ☺



Area Sales Representative Greg Wright makes the most of opportunities.

## Taking it To Heart the "Wright Way"

Area Sales Representative Greg Wright of the Phoenix, Ariz., division is serious about building Doral volume in his assignment. Wright succeeded in selling Smith's Food King in Bullhead City, Ariz., an additional order of 1,000 cartons of Doral and created a mass display to promote this product. His division manager, Bruce Ford said, "It's obvious Wright took the spirit of opportunistic floor bases to heart." ☺

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Area Sales Representative John Kavanagh, of the Hartford, Conn., division, stands tall beside his 90 carton Camel Wides display at Xtra Mart.

## Full Price Volume Top Priority in Hartford

The Hartford, Conn., division is determined to drive full price volume by using their creativity to initiate retail promotions.

Division Manager Gerry Deschenes has assigned Training and Development Manager Theresa Scott to act as the division's brand development manager for the Camel and Vantage Brand families in addition to her normal duties.

She immediately took control of her new responsibilities by developing a Camel Wides mass display program for the April workplan. Using Account Specific Marketing, high volume accounts were targeted by the sales representatives to prebook and orderbook Camel Wides product. The division utilized coupons supplied by the Camel business unit and current workplan premiums to build nine mass displays that sold 1,640 cartons in two weeks. Each display was well adorned with Camel P-O-S, adding a personal touch of creativity by the Hartford representatives. 

## Straight Selling Posture Nets Savings Gains

The South Phoenix division received a good check-up on their straight selling posture towards capitalizing on merchandising and volume opportunities. Area Sales

Representative Wes Nygaard sold Best Value to the Geronimo Indian Store in Globe, Ariz. He also obtained a prebook for 280 cartons of Best Value and 180 cartons of Sterling for this account. He didn't stop there—he sold Lucky Bob's Liquor in Apache Junction, Ariz., a 500 carton Doral Display and introduced Best Value into this account with a 300 carton order.

Another example of good standing is Training and Development Manager Mark Donnelly at Sahara Oil in Phoenix, Ariz., a

chain account consisting of 13 stores. He introduced Best Value with a 1,350 carton plus out. He plused out 1,450 cartons of Doral, 400 cartons of Sterling/Magna and a 4,000 carton order of Monarch. He also placed SMPD displays in all kiosk locations. There's still more, he sold the Convenience Store Attack Plan with AB/ABC contracts in non-kiosk locations. Donnelly sold chain on Category Management to stop the competition. Both Nygaard and Donnelly have proven that good posture really pays off.

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# On Target



Alexandria merchandising show drew 25 retailers to see RJR's best.

## Alexandria Division Shows Off Merchandising

If a picture of a merchandising fixture is worth a thousand words, Alexandria, Va., Division Manager Roland Brendel believes that the real thing is worth at least two thousand.

"We felt that our new enhanced overheads, PCDs CCPs, Dimension Four and other items are more striking when seen first hand by retailers," said Brendel. "So, I decided to stage my own merchandising show in Winchester, Va., which is convenient to four of our rural assignments."

Eighty invitations were delivered to retailers who predominantly sold cigarettes by the pack, had competitive fixtures, or RJR fixtures requiring enhancements. The show

exhibits included a wide variety of fixtures, P-O-S, and Displays, including lighted Preferred Presence units, four feet of Flex, Dimension Four and a Savings Center.

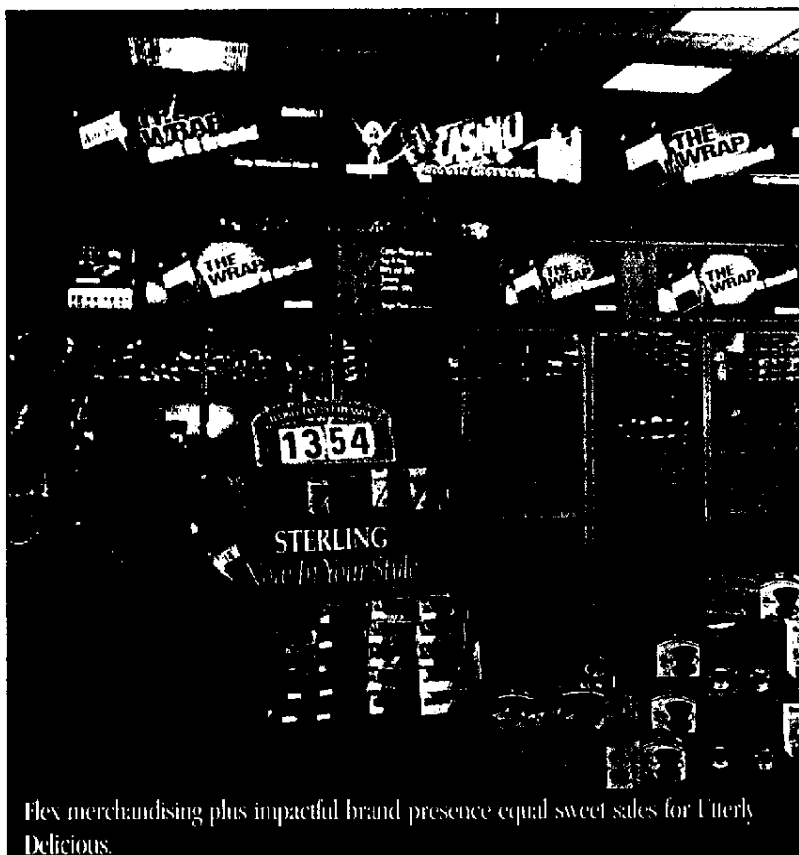
The show netted the division commitments to place eight overheads, six Dimension Four displays, four Preferred Presence units and 30 high-impact P-O-S pieces. In addition six competitive overheads were replaced. Brendel estimates that the total cost of the show was only \$133, including exhibit room rental. That's a lot of bang for the buck. Managers Dennis Dillard, Mark Sullivan and Area Sales Representatives Joe Biggs, Don Aitcheson and Jeffrey Wishmyer assisted in putting on the show. ☐

## Buy-Down at Git-N-Go Makes Magna No. 1

Division Manager Les Decker of the Tulsa, Okla., division became a man with a mission at the 59-store Oklahoma Git-N-Go chain. Determined to improve Magna's volume, he started a buy-down program to match competitive prices. His strategy paid off as Magna became the No. 1 brand in the chain. During the second half of 1991, the top 25 brands accounted for 56 percent of total orders, of which RJR had 14—five full-price and nine savings brands. Decker plans to continue the Magna momentum with the new Preferred Presence Program which will give Magna and Sterling improved merchandising position in all stores. ☐

## Representative Turns Up Denver Sales Volume

Area Sales Representative John Bermejo of the South Denver district has been turning up the volume on his sales efforts. This isn't just noise, it's real music. He sold Metro Liquor 45 cases of Doral with a floorbase, 10 cases of Doral to Cherry Hills Amoco, 276 cartons of savings brands to Bob's Grocery, and 240 cartons of Doral to Bob's Amoco. He orderbooked 240 cartons of Doral/Magna for Highway 6 Grocery in Grand Junction, Colo. If that wasn't loud enough, he increased the volume by selling 160 cartons of savings to Lu Jack Liquor, and 300 cartons of savings to ACS Conoco.

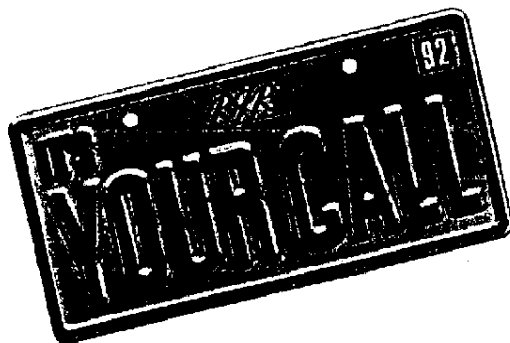


## Utterly Delicious Visibility

Persistence and a keen eye for in-store visibility converted the Utterly Delicious high volume outlet into a showcase of merchandising achievement.

The account had adopted our flex merchandisers, but they were originally positioned in a less desirable position. To make matters worse, competition came knocking, offering the account huge bonus dollars to remove our fixtures.

But Nassau Division Training and Development Manager Arthur Scott and Area Sales Representative Tom McCarthy had other ideas. Persistent, persuasive selling won them victories on both fronts. Not only were they able to counter competition and maintain our flex units in the account, they were able to secure the most visible in-store position. ☺



## Top 25 Information Available From Kroger

Senior Chain Accounts Manager Dick Amazon of the Cincinnati, Ohio, chain division, knows how to get the most for his money. He convinced Kroger General Office to furnish top 25 data for every store in the Kroger chain. Kroger agreed to Amazon's request, charging RJR only the programming cost which Kroger incurred. Amazon worked with Steve Raterman and the Merchandising Technology Department at Kroger on pulling out and formatting the needed information. The dollars saved are especially notable in light of the number of stores—1,100—for which Kroger is furnishing top 25 data.

Each store will provide a hard copy profile which ranks the top 25 brands over the most current nine-week period, with average weekly shipments in cartons for each brand style. ☺

## Sales Promotion Big Hit in Beaux Bridge

The Opportunistic Program is highly successful because it offers "one of a kind" promotions for local events. One such event is the Beaux Bridge Crawfish Festival that draws an estimated 500,000 people.

Michelle Lacombe, sales representative in the Lafayette, La., district also made it a Salem Festival for the estimated 500,000 people who attend the yearly event. She placed 1,200 custom Crawfish Festival T-shirts in 12 higher volume outlets, working the promotion with a three pack purchase of Salem. Lacombe also placed 15 Salem banners in strategic locations to draw smokers to the in-store Salem displays. The custom T-shirts proved to be a big hit with festival goers. ☺

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# OPEN LINE

COMMENTS  
QUESTIONS  
SUGGESTIONS

## COMMENT

Since the initiation of the automated Help Desk, it seems more difficult to get to a knowledgeable person if the need arises. What happened to the personal touch? Enhancements are only improvements if they work.

## REPLY

The RJR Help Desk handles approximately 300 calls every day. The new, automated system was developed to handle the easier, more routine calls and still provide personal assistance when required. You may reach a knowledgeable person by pressing "0" within the Automated Help Desk System.

## COMMENT

Since the area sales representative position has become a territory manager, requiring more decision making, we should give that position the access to pull more reports and information from SIS without going through the division office.

## REPLY

The Handheld in current use is limited by the two-line screen and internal capacity. We are in the process of evaluating new technology to replace the current Handheld. Our intentions are to create a new system that will provide a call reporting tool as well as management reporting within the computer. The planned pilot date for this new Handheld is first quarter 1993.

## COMMENT

A new cash order receipt book is needed containing RJR's new brands. When using the current receipts, we always have to write in the brands.

## REPLY

As soon as current inventories of the existing retail order receipt book are exhausted, an updated version with RJR's new brands will be distributed.

## COMMENT

In high-volume, non-self-service stores, the new PM Masters Program will hurt us. We must decide what we want and don't want. Riding the fence will create many contractual gray areas.

## REPLY

The PM Masters Program is geared to pay higher volume retailers excessive contractual dollars. Their non-self-service contracts are very lucrative, which is one reason why Total Category Management was developed. You can use Total Category Management to counter competition which requires negotiation and persuasive selling to convince retailers that they can have the best of what RJR and PM has to offer, versus taking PM programs only.

Total Category Management is completely flexible, allowing you to reach an agreement with a retailer based on individual circumstances. If you are not completely comfortable with the Total Category Management concept, contact your division manager and discuss the "gray areas" in which you have concerns.

## COMMENT

The theme for 1992 is "It's Your Call." Why then, do we still have the same distribution objectives in all K, A and B calls? We should be able to use the Top 25 brand analysis to determine which of our brand styles has potential in each call and direct our efforts accordingly.

## REPLY

The Home Office does not set national distribution objectives. The decision to incorporate these types of objectives within an operating unit is a local decision.

## COMMENT

Why don't we use Winston Racing to promote our Winston brands? Why don't we use golf to promote Vantage brands? PM and other consumer product companies promote their brands by using the marketing activities they sponsor. We should take note.

## REPLY

We are taking note. But furthermore, we're taking action. In the first quarter of this year, Winston provided sales with the opportunity to leverage the brand's equity of racing through an array of "Winston Racing Team" premiums offered through Account Specific Marketing. The success of these retail promotions helps solidify the mass appeal of racing and the brand's strong association with Motorsports.

To leverage the equity of racing further, opportunistic promotions have been developed and offered this year, also through Account Specific Marketing. These promotions include a short and long sleeve t-shirt with dynamic graphics which uniquely promote our sponsorship of NASCAR Winston Cup Racing, Winston Drag Racing, and Winston Eagle Hydroplaning. T-shirt pocket customizing of specific events is also available to provide sales with additional flexibility to target retail opportunities.

With Winston's existing arsenal of Sports Marketing related promotions, we are giving you, the sales force, the ammunition to win the war in the store!



#### COMMENT

I have been using some of our door chimes on the plastic doors of our S/S carton merchandisers. When the doors are opened, the chimes sound and the clerk is alerted. I have placed these chimes in Food Lion stores at their request, and it has been successful in cutting down theft.

#### REPLY

You have come up with an ingenious, cost-effective way of having an alert system when using flex solid doors. We are currently working with the supplier of this item to see if an item can be developed using the same technology as the door chime.

#### COMMENT

Much time would be saved on installation of overheads if we had the option of choosing counter mount or ceiling mount legs at the time the order was placed from our division office.

#### REPLY

We have looked at sending out pre-assembled overheads; however, to do so would create a much larger shipping case and substantially increase our inventories to handle the many different ways an overhead can be installed, i.e., counter/ceiling mount, one or two modules, legs set inside or outside the modules, etc. The few minutes saved in installation would be negated by substantially higher inventory costs.

#### COMMENT

The materials used in making our new strike zone inserts are much too brittle. I estimate that only five out of 20 strike zones I received were undamaged. The center clip which snaps everything together is the section that is always broken.

#### REPLY

The plastic material has been changed to a stronger texture which will endure the sometimes rough treatment in shipping.

#### COMMENT

The Chevy Astro was tested and cited to be the most dangerous minivan on the market today. Ninety percent of head-on collision accidents resulted in death to the driver and passengers. What measure will RJR use to ensure the safety of their employees who drive these vehicles?

#### REPLY

Recently, the Chevrolet Astro van has received media attention regarding National Highway Traffic Safety Administration Testing. The Chevrolet Astro van meets or exceeds all applicable Federal safety standards. The experimental tests were conducted at 35 miles per hour—five miles per hour above the Federal standard of 30 miles per hour. The laws of physics dictate that this five-mile per hour difference represents an astonishing 36 percent increase in energy. The experimental test involved the crash of one vehicle, one time, under one set of circumstances—into a wall. It is subject to all the variables that are present in such one-of-a-kind tests. The Astro van is among the safest vehicles on the highway, with an injury claim record "better than average."

#### COMMENT

I often get complaints from smokers who have sent in Camel Cash on proofs of purchase to get advertised items. Sometimes months go by and they receive nothing.

#### REPLY

Our consumer relations people have all of the up-to-date information on each of our fulfillment offers. When you receive inquiries from smokers, ask them to call the hot line number printed on our cigarette packs. A courteous representative will be able to tell them the status of their order.

#### COMMENT

Would someone please tell me why we had to place C-Notes on packs of Camels? This is very time consuming, and with the workload we have these days, we don't have the time for things like this.

#### REPLY

These C-Note inserts were necessary for the following reasons: 1. To move remaining inventories of fresh pre-Camel Cash Insert product. 2. To minimize returns on a limited amount of Camel Cash product that was manufactured without inserts between the time the original Camel Cash product was produced and the decision to continue the program. Only about two or three days' supply of certain styles of Camel was produced without the inserts.

#### COMMENT

I really like the new style Preferred Presence lights. I think if they were made with the capability to plug in to each other, it would eliminate outlet problems in some stores.

#### REPLY

Since the majority of all lighted PCDs and/or Promotional Displays are separated from each other by customer counter space or other displays, the ability to use built-in convenience type plugs would be limited. Therefore, instead of building this option into every light box at additional cost, we are looking at furnishing either power strips such as used with lighted flex or a wall socket adapter as an orderable item through Sales Materials. We are exploring both costs and Fire Code acceptability before making a decision.

# News Briefs

## The Winner Is SMART

"SMART" an acronym for Sales, Marketing Account Retail Training is the new name for the revised Sales Training entry program previously called STEP.

The new name was chosen among 118 suggested name changes in response to the "Wanna Win a Camel" contest featured in the last edition of Sales Merchandiser. The winning entry was submitted by Area Sales Representative Steve Sheft in the Syracuse, N.Y., division who becomes the proud owner of a Baccarat crystal camel.

His wasn't the only "smart" entry. Nine others used the SMART acronym with various adaptations. In the judgment of the Sales Training and Development Department (and it wasn't an easy decision), Sheft's adaptation came closest to describing the revised training program for new and experienced representatives.

Employees from virtually every position in Field Sales submitted entries. One entry came all the way from Turkey, where the Sales Merchandiser is distributed through RJR Tobacco International. ☞

## Media Hotline Number Established

The Media Department would like your help in monitoring the condition of outdoor advertising locations. A 24-hour hotline number (800-334-0183) has been established to report advertising damage or when the lights on outdoor ads are out or only partially lit during the hours of 8 p.m. and 12 midnight. A Media Department representative will receive your call during working hours.

After 5 p.m. Winston-Salem time, you may leave a message on a recording. To keep the Media hotline number handy, jot it down in your 1992 Sales Planner.

Your assistance in watching for and reporting outdoor advertising discrepancies will help ensure that we get full benefit from our advertising dollars. ☞

## Flynn Big Winner With NHRA

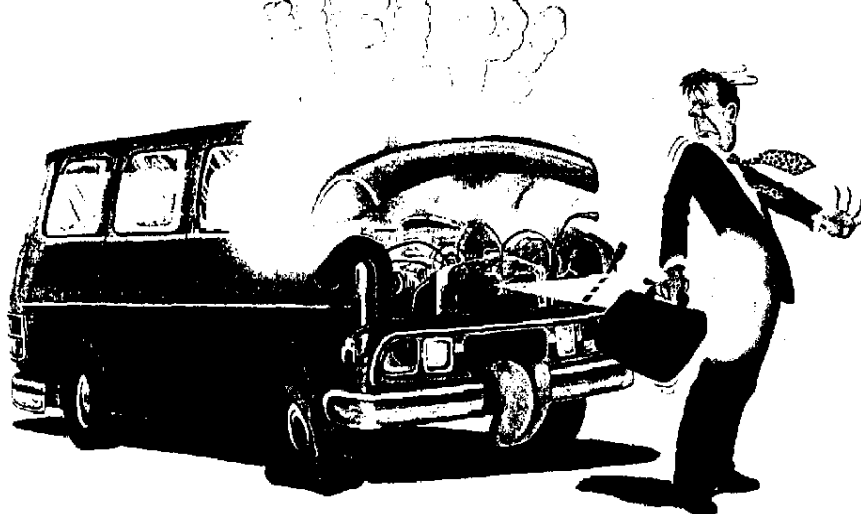
Area Sales Representative Mike Flynn of the Indianapolis, Ind., division, has been chosen Winner "Person of the Year," an award presented by the National Hot Rod Association (NHRA), for their North Central, Division 3 area. Flynn's support for the Winston Drag Racing series and other NHRA drag racing activities throughout the Division 3 area earned him this honor. He was presented with the award at the NHRA banquet, held at the close of the 1991 racing season.

## Tips for Tune-ups

Tune-ups are a must to keep your vehicle fit and safe to drive. Read your vehicle owner's manual for specific tips and use this checklist:

- Check your tires for proper inflation, tread wear and damage. Use a hand tire gauge. Do not just look at your tires or use service stations' air towers to judge the level of inflation because you'll probably get an inaccurate estimate.
- Replace windshield wiper blades. The blades may have been damaged over the winter months from ice, salt and extreme cold.
- Check oil and coolant levels.
- Check brakes and all lights. Ask your mechanic to test your brakes to make sure they don't grab, slip or squeal. Check the horn, panel gauges and lights to make sure they function.
- Have your vehicle's emissions tested if you haven't already this year. Poor emissions mean you waste fuel and pollute the air. They can also indicate possible problems with your engine parts.
- Clean mirrors and the inside of all windows. Repeated defrosting during the winter can streak the glass. ☞

## Don't Blow It!



PUBLIC

## ISSUES

# Restrictions Stymied in California

The San Francisco division deserves a big hand. They face the toughest anti-smoking lobby in the country. Yet they're racking up impressive victories against these fanatics.

Take Area Representative Charlotte Killion, for instance. When anti-smokers in Sebastopol started pushing for tobacco-merchandising restrictions, Charlotte was first to get wind of it. Without missing a beat, she reported the issue to San Francisco Division Manager Chris Hoey. Together they started alerting city retailers to the threat, and urging them to protest.

Merchants rose to the challenge. They contacted city council members, attended council meetings, and made a strong case against restrictions. But to no avail. Early this year the council passed an ordinance banning all self-serve displays of tobacco products.

### Council Reconsiders Law

But Charlotte and Chris weren't about to stand for that. They knew such a display ban would inconvenience adult smokers and cost local merchants business. So they persuaded retailers to protest the newly passed law.

Most merchants didn't need much urging. They were fighting mad, and they let their council members know they had no intention of keeping cigarettes behind the counter.

Feeling the heat, the City Council opened the issue for reconsideration at a new public hearing. This time, retailers showed up in force and spoke out strongly against the ordinance. And the council listened. In May, they began drafting an amended ordinance that cut out the display ban completely. Their new rule: Self-service merchandising is fine as long as displays are in the sales clerk's line of sight.

### Rohnert Park Dilutes Ordinance

A similar scenario played out this spring in nearby Rohnert Park. This time, the zealots planned to ban self-service single-pack displays. Plus, they wanted to force store clerks to assist customers with all single-pack sales.

Once again, Charlotte swung into action. Together with Public Issues Field Coordinator Bob Schuman, they let retailers know how the proposal would hurt their sales.

The result? Angry merchants started phoning the City Council in protest. In fact, so many calls poured in that the council never even introduced its original harsh ordinance. Instead, at the May 12 public hearing, the council presented a new—drastically diluted—proposal. This one dispenses with the display ban and the provision for customer-assisted sales. Instead, it required only that single packs be under clerk's surveillance.

Retailers packed City Hall, and their huge turnout clearly made an impact. The council passed the reasonable ordinance by a four-to-one margin!

### Novato Looks for Compromise

Meanwhile, Marin County zealots were drafting the nation's strictest merchandising ban. It would force retailers to keep all cigarettes under lock and key, behind the counter, out of customers' sight. Plus, it would require store clerks to help patrons with cigarette purchases. (The "smoke-free" crowd also proposed banning smoking completely in virtually all public places!)

Marin's anti-smokers tried to foist this "model" ordinance on all cities and towns in the county. And Novato took the bait.

But once more, RJR Field Sales stepped into the breach. Chris Hoey and Bob Schuman met with Area Representatives Earl Nidbella and Charlotte Killion to form a team and devise a game plan. Soon they

were meeting with Novato retailers, mobilizing them for the fight.

### Council Forms Task Force

The result? At the public hearing, some 40 retailers, restaurant owners, and smokers showed up. Representatives from the Chamber of Commerce and the United Grocers Association spoke forcefully about the ban's dangers.

Of course, anti-smokers were present too, but their extremist claims sounded thin compared with the merchants' powerful testimony!

The Novato City Council was taken aback. Instead of passing the ban, they voted to form a task force that would consider a compromise ordinance.

That's where the matter stands now, as we go to press. Naturally the zealots are pressuring the task force for the strictest possible rules. But Field Sales won't let them get away with it. Chris Hoey and his team are working closely with store owners to keep the heat on the politicians. And they're confident they'll get an ordinance we can all live with.

### Teamwork Is Key

These victories, and wins-in-progress, have one thing in common. Teamwork. When sales representatives work with merchants, when merchants work with smokers, and when smokers work with RJR field coordinators, they form a powerful "united front." And that's hard for politicians to ignore!

That's why RJR's Business Watch hotline is so crucial. It's our means of alerting all potential team members who can effectively fight merchandising bans.

So, if you hear of an anti-smoking proposal in your area—especially a sales restriction—call the Business Watch toll-free number promptly: 1-800-862-2525. ☐

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## RCFCU Offers Variety of Services

The Reynolds Carolina Federal Credit Union offers a variety of loan and savings programs at below market loan rates and very competitive savings rates of interest.

RCFCU membership is available to all regular full-time active employees, retired employees and former employees of R. J. Reynolds Tobacco Company. It also serves eligible family members. For those members who do not live in the Winston-Salem area, an out-of-town member services department provides quality service in a timely manner.

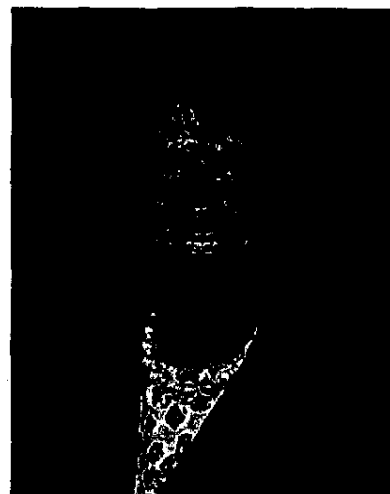
Once you become a member, you can remain a member for life, regardless of where you live and regardless of any changes in your employment. If you are not currently a member, you can apply by completing a membership application and returning it with an initial deposit of \$5.00. You can receive an application by calling RCFCU toll-free at 1-800-782-4670. You can also use the toll-free number to ask any questions you have about the programs RCFCU has to offer; or contact them by FAX at 1-919-741-7064. RCFCU weekday office hours are 8:15 a.m. - 1:00 p.m. and 2:00 p.m. - 4:30 p.m. EST.

The attractive savings and loan opportunities provided by RCFCU are often overlooked by employees outside the Winston-Salem area. With the out-of-town member services staff standing by, eager to serve you, a call to RCFCU could be well worth your effort. ☎



Reynolds Carolina Federal Credit Union

# PROMOTIONS & APPOINTMENTS



## Drolette Joins RJR Tobacco International Van Horn-Dern to St. Louis Regional Manager

**J**ohn Drolette, formerly region manager for the St. Louis region, has been promoted to director sales planning—Asia Pacific region, for RJR Tobacco International.

Drolette joined the company in 1976 as a sales representative in the San Francisco division where he became area manager—vending in 1979. He was promoted to assistant division manager in the Oakland, Calif., division in 1979 and division manager in 1982. Drolette was promoted to sales training and development manager in the Mid-Western sales area in 1985. In 1987 he was promoted to sales training and development manager in the Home Office, where he also held the position of sales development manager and merchandising manager. He was promoted to St. Louis region manager in 1990.

Succeeding Drolette as region manager is Cheryl Van Horn-Dern, formerly personnel and administration manager on the Mid-Western sales area staff.

Van Horn-Dern joined the company in 1978 as a sales representative in the Flint, Mich., division. She was promoted to assistant merchandising manager in the Detroit chain division in 1980, to merchandising manager in 1982 and to assistant division manager in the Green Bay, Wis., division later that year. In 1986 she was promoted to division manager in the Rockford, Ill., division. She was promoted to training and development manager in the C&S Central region in 1988 and in 1989 she moved to the Mid-Western sales area staff.



**Jim Farmer** has been promoted to national manager, Forsyth Products.

Farmer joined the company in 1972 as a sales representative in the Raleigh, N.C., division. He was promoted to area manager—merchandising in the Atlanta, Ga., chain division in 1977 and to assistant division manager in the Bristol, Va., division in 1978. In 1983 he was promoted to division manager in the Rockford, Ill., division, and to sales training and development, vending/military manager for the North Central sales area in 1984, where he also held the position of sales merchandising manager. Farmer was promoted to national merchandising manager in the Home Office merchandising department in 1988.



**Tom Sullivan** has been promoted to national manager, merchandising, in the Home Office merchandising department.

Sullivan joined the company in 1979 as a sales representative in the Chattanooga, Tenn., division. He was promoted to assistant division manager in the Columbia, S.C., division in 1983 and to division manager in the Athens, Ga., division in 1986. Sullivan was promoted to area manager, national accounts, for the Mid-Continent sales area in 1990.



**Paul Vlahos** has been promoted to national manager, Forsyth Products, in the Home Office sales department.

Vlahos joined the company in 1980 as a sales representative in the San Francisco, Calif., division. He was promoted to assistant division manager in the San Francisco division in 1983 and to division manager, South Denver division in 1986. He was promoted to region training and development manager in the C&S western region in 1988. Vlahos was promoted to chain ac-

counts manager, San Francisco chain division, in 1989.



**Stan Driskell** has been promoted to sales manager, assigned to the Vantage, More, Now Business Unit.

Driskell joined the company in 1982 as a sales representative in the Charleston, S.C., division. He was promoted to special accounts manager in the Tampa, Fla., division in 1985 and to division manager in the South Atlanta division in 1988. He was appointed sales training & development manager in the Home Office in 1989 and to merchandising manager in 1990. Driskell was named assistant brand manager for Camel in 1991.



**Paul Stromgren** has been promoted to chain accounts manager in the Des Moines, Iowa, chain division.

Stromgren joined the company in 1984 as a sales representative in the Duluth, Minn., division. He was promoted to special resource manager in the St. Paul, Minn., division in 1986 and to assistant division manager in the Duluth, Minn., division in 1989, where he was promoted to district manager in 1990.

**Kathleen Lewis** has been appointed chain accounts manager for the North San Francisco, Calif., chain division.

Lewis joined the company in 1976 as a sales representative in the Riverside, Calif., division. She was promoted to assistant division manager in the San Fernando Valley division in 1980 and to division manager in 1982. In 1991 Lewis was promoted to field sales marketing manager in the San Francisco region.

**Tom Odom** has been promoted to the position of area manager—personnel, administration, for the Mid-Western sales area.

Odom joined the company in 1977 as a sales representative in the Goldsboro, N.C., division. He worked in the Fayetteville, Raleigh and Eastern N.C. divisions from 1982 to 1989. In 1985 he was promoted to assistant division manager in the Winston-

Salem, N.C., division and to division manager in the Huntsville, Ala., division in 1987.

Odom was promoted to merchandising manager in the Home Office merchandising department in 1991.



**Carol Novasad** has been promoted to area manager, personnel and administration, for the Mid-Continent sales area.

Novasad joined the company in 1983 as a sales representative in the Austin, Texas, division. She was promoted to special accounts manager in the Dallas, Texas, division in 1986 and was later appointed training & development manager in the Dallas mid cities division. Novasad was promoted to division manager in the Wichita, Kan., division in 1991.



**Richard Cross** has been appointed area manager, national accounts, for the Mid-Continent sales area.

Cross joined the company in 1981 as a sales representative in the Dallas Mid-Cities division. In 1983 he was promoted to merchandising manager, field, in the Dallas chain division. He was promoted to assistant division manager in the San Antonio, Texas, division in 1985 and to division manager in the Tyler, Texas, division in 1987. Cross was promoted to personnel and administration manager for the Mid-Continent sales area in 1991.



**Terri Beam** has been appointed manager, promotion fulfillment in the Home Office promotion department.

Beam joined the company in 1987 as a marketing assistant assigned to the More, Now and Ritz brands. She was promoted to assistant marketing manager for Doral in 1989 and was assigned to the Salem Brand in 1990. In 1991 she was promoted to field sales marketing manager in the Boston, Mass., region.



**George Buchas** has been promoted to senior chain accounts manager in the Albany, N.Y., chain division.

Buchas joined the company in 1972 as a sales representative in the Reading, Pa., division. He was promoted to assistant division manager in the Harrisburg Pa., division in 1975 and to division manager in the Albany division in 1978. He was promoted to chain accounts manager for the Albany chain division in 1983.

**Melinda Simmons** has been appointed field sales marketing manager for the North Atlantic sales area. She joined the company in 1984 as a marketing assistant. In 1986 she was promoted to assistant brand manager and to brand manager in 1987. Simmons was promoted to senior brand manager in 1989, and to marketing director in 1990.

**Laura Bender** has been appointed field sales marketing manager for the Pacific Mountain sales area.

She joined the company in 1984 as a marketing assistant and was promoted to assistant brand manager in 1986. Bender was promoted to brand manager in 1988 and to senior marketing manager in 1990.

**Kevin Warden** has been promoted to division manager in the Omaha, Neb., division. He was training & development manager in the Peoria, Ill., division.

**Mark Goodman** has been promoted to region operations manager in the Philadelphia, Pa., region. He was training and development manager in the South Jersey division.



**Beth Giljames** has been promoted to sales information manager for the South Atlantic sales area from senior information manager in the business information department.



**Donald Sims** has been promoted to division manager in the Wichita, Kan., division. He was training and development manager in the Tulsa, Okla., division.



**David Thelen** has been promoted to division manager in the Billings, Mont., division. He was training and development manager in the Salt Lake City, Utah, division.

**Travis Moore** has been promoted to division manager in the West Los Angeles division. He was special resources manager in the San Jose, Calif., division.



**Sharon Dawson** has been promoted to assistant promotion production manager in the Home Office promotion department. She was senior promotion assistant.



**Janie Petticord** has been promoted to assistant promotion production manager in the Home Office promotion department. She was senior promotion assistant.

**Kay Adams** has been promoted to assistant manager, promotion fulfillment. She was a promotion assistant in the Home Office promotion department.



**Cary Jennings** has been promoted to assistant manager, promotion fulfillment, in the Home Office promotion department, for the Vantage/More/Now brands.



**John Kaletsis** has been appointed sales information manager for the North Central sales area. He was sales information manager for the Cincinnati, Ohio, region.



**Doug Martin** has been promoted to area manager, finance, for the South Atlantic sales area. He was a financial manager in marketing financial services.



**Barbara Simkins** has been appointed sales manager assigned to the Savings Business Unit in the home office.

She joined the company in 1979 as a sales representative in the Frazer, Pa., division, transferring to the Philadelphia division later that year. In 1985 she was promoted to merchandising manager, field sales in the New Jersey chain division.

Simkins also held the position of special accounts manager in the South Central Jersey division; assistant division manager and training and development manager in the New Haven, Conn., division. In 1990 she was promoted to division manager in the Nassau, N.Y., division.

She joined the home office sales training and development staff in 1991.



**Mark Hirsch** has been appointed merchandising manager in the Merchandising Department.

Hirsch joined the company in 1981 as a sales representative in the Suffolk, N.Y., division. In 1985 he was promoted to assistant division manager in the South Boston, Mass., division, where he also served as division training and development manager.

He was promoted to division manager in the Annapolis, Md., division in 1987. Hirsch was appointed training and development manager in the home office sales personnel department in 1990.

**TO SECRETARY, FIELD SALES**

Mary Morgan  
*Bronx, N.Y., division*  
Christine Boswell  
*Winston-Salem, N.C., division*

**TO DIVISION TRAINING AND DEVELOPMENT  
MANAGER**

Jacqueline Pike  
*Kansas City, Kan., division*  
Brock Gates  
*San Antonio, Texas, division*  
Kent Brock  
*Austin, Texas, division*  
Ralph Metcalf  
*W. Detroit, Mich., division*  
Earl Kight III  
*Providence, R.I., division*  
M. P. Crespi  
*Springfield, Mass., division*  
Richard Tanchyk  
*Albany, N.Y., division*  
James Gaskin  
*E. Atlanta, Ga., division*  
Janice Phillips  
*Lexington, Ken., division*  
Mark Frantz  
*Kansas City, Mo., division*  
Joseph McNanna  
*New Bedford, Mass., division*  
Michael McHugh  
*Queens, N.Y., division*  
Bill Browning  
*E. Detroit, Mich., division*

**TO ASSISTANT DIVISION MANAGER**

Kerry Sizemore  
*Fayetteville, N.C., division*  
John Kerigan, Jr.  
*Clearwater, Fla., division*  
Reginald Billingsley  
*Knoxville, Tenn., division*  
Janice George  
*Dayton, Ohio, division*  
Steven Sandman  
*Central Detroit, Mich., division*

**TO DIVISION SPECIAL ACCOUNTS MANAGER**

Mark Sullivan  
*Alexandria, Va., division*  
Toya Grimes  
*San Fernando Valley, Calif., chain  
division*  
Lori Inks  
*North Chicago, Ill., division*  
James Wass  
*Oklahoma City, Okla., chain division*  
Greg Goins  
*Paducah, Ky., division*  
C. W. Taylor  
*Houston, Texas, chain division*  
Allen Adair, II  
*Austin, Texas, division*  
**TO MILITARY SALES MANAGER**  
Rolf Wittern  
*Boston, Mass., region*  
J. C. Erskine  
*Dallas, Texas, region*

# THE RACE FOR INFORMATION

The marketplace has become complex and demanding. Retailers are smarter, more sophisticated...they want the facts before they buy.

But, don't worry. In the race to become the industry's information leader, you're ahead of the pack.

Account Specific Marketing gives you marketplace knowledge for every store you serve. And advanced technology and training keep you on a steady pace toward the finish line.

You can bet your sneakers, though, that the ole sidewinder wants in on this race. He's gonna mount a challenge. Always has—always will. Let 'em.

**LOCAL MARKET SHARE • ACCOUNT SPECIFIC PROFILE • C.A.P.S.**

You've got the inside lane, and plenty of kick left for the finish.

Tough luck, sidewinder. You should've stayed in shape.

**WE WORK FOR SMOKERS.**



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